

Commandant's SITREP # 1 – May 25, 2006

A special message to our Coast Guard Auxiliary Members: *As the finest all-volunteer organization in our Nation, I consider each of you an integral part of our Coast Guard. We simply could not meet the challenges we face or conduct the missions we do on a day-to-day basis without your selfless devotion to duty, as was so vividly demonstrated most recently in the Coast Guard's extraordinary response to the many hurricanes we responded to last year. I sent the following letter to our Coast Guard men and women upon assuming the duties of Commandant. My priorities and dedication outlined in the letter below apply equally to each of you as they do to our workforce. I pledge to you my relentless support for our Auxiliary and will rely upon your continued service to our Nation as we work together to remain Semper Paratus.*

-- Admiral Thad Allen, Commandant

To the Men and Women of the Coast Guard:

I am deeply honored and humbled to serve you and the American people as the 23rd Coast Guard Commandant. I pledge you my passion, devotion, and energy to ensure you have the best possible tools, support, and leadership to carry out your missions, wherever you sit in our Service.

Situational Assessment:

Let me be frank and very clear: We operate in a strategic environment that has changed dramatically in the past five years and will continue to change. This requires continuous adaptation from the Coast Guard. I realize there has been extensive change in our Service in the past decade and the new Sector structure is still "breaking in." However, we live in a world of dynamic threats and hazards and must adapt accordingly. We will not change for change's sake but purposefully, with strategic intent and always focused on our first priority and duty to the Nation: Mission Execution.

Strategic Drivers:

The Global War on Terrorism, Maritime Transportation Security Act, Homeland Security Act, National Strategy for Homeland Security, and the National Strategy for Maritime Security have mandated new areas of mission emphasis for us. Your extraordinarily successful operations in response to the terrorist attacks of September 11, 2001 and to Hurricane Katrina in 2005 significantly elevated our visibility and the demand for our services across all levels of government. Our unique blend of capabilities, competencies and authorities applied across multiple missions are recognized and valued as never before. As a result, expectations for our performance and contributions in routine and crisis operations are greater than ever. Meeting new demands while sustaining the trust and confidence of the public we serve requires us to continually challenge ourselves and improve the way we do business.

My Strategic Vision:

We will focus our entire organization on improving and sustaining Mission Execution. We will do this by structuring our service as a three-pronged force: shore-based operations, maritime operations, and deployable operations. We've taken bold steps forward by creating Sectors for shore-based operations. We've taken equally bold steps by advancing the Deepwater acquisition for maritime presence, patrol, and response. And we've created truly deployable forces. We must now expand our deployable force capabilities and support them with proper doctrine, logistics, training, and exercises. Across all of our forces, we will partner with other services and agencies to integrate our efforts. To further optimize the mission execution of this three-pronged force, we will assess our command and control structure. We will also reevaluate and realign our Mission Support system, including organizational structures, human resources, maintenance, logistics, financial management and information systems. Each of you,

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regardless of your pay grade, job or rating, or where you sit in our organization, is critical to mission success. You must have the tools and support you need to do your job. We *will* ensure Coast Guard men and women are the best trained and most versatile workforce in government, equipped with the most capable fleet of multi-mission ships, aircraft, boats and command and control systems available. We will remain aligned with our Department, sister services, and partner agencies. I have already assigned responsibility for a substantial list of specific initiatives to our Flag and SES corps. Information on these initiatives will follow shortly and I will keep you updated on their progress.

We have an extraordinary legacy of excellence as America's Coast Guard. We will build on that legacy. We will rise to meet all the challenges confronting us. Let's turn to. Semper Paratus!

Admiral Thad Allen